

77 01884

INSTITUTE OF GOVERNMENTAL STUDIES LIBRARY
108 PHILOSOPHY HALL
UNIVERSITY OF CALIFORNIA
BERKELEY, CA 94720

CITY OF LOS ANGELES
AFFIRMATIVE ACTION PLAN

Minority ops. Emplay. LA

INSTITUTE OF GOVERNMENTAL
STUDIES LIBRARY

JUL 7 1975

UNIVERSITY OF CALIFORNIA

Personnel Department
June 8, 1973

77 01884

INSTITUTE OF GOVERNMENTAL STUDIES LIBRARY
109 PHILOSOPHY HALL
UNIVERSITY OF CALIFORNIA
BERKELEY, CA 94720

INSTITUTE OF GOVERNMENTAL
STUDIES LIBRARY

JUL 7 1978

UNIVERSITY OF CALIFORNIA

77 01884

TABLE OF CONTENTS

Introduction	
I. Responsibility for Affirmative Action	1
Personnel Department Responsibility	
Individual Department Responsibility	
II. Equal Employment Opportunity Policy	2
Internal Dissemination	
External Dissemination	
III. Identification of Problems	3
Employment Opportunities Report	
Work Force Analysis	
IV. Goals and Timetables	4
Purpose and Basis of Goal-setting	
Responsibility for Setting Goals	
Changes in Goals and Timetables	
V. Development and Implementation of Affirmative Action Programs	5
Recruitment	
Selection	
Training	
VI. Dissemination of Complaint Procedure	8
VII. Monitoring and Reporting	8
Monitoring	
Reporting	
Appendices	
A. Background	10
B. The City's Policy on Equal Employment Opportunities	11
C. Personnel Department Complaint Procedure	12
D. Terms and Definitions	13

INTRODUCTION

The purpose of an Affirmative Action Plan is to ensure that all reasonable efforts are made to achieve equal employment opportunity.

Equal opportunity is a basic American principle, and equal employment opportunity is a basic principle of the merit system. Because the City of Los Angeles believes in these principles, it is committed to a policy of employing and promoting people without regard to race, religion, national origin, sex or age. This Affirmative Action Plan specifies the actions to be taken to carry out this policy. In adopting this Plan, the City has as its objective the achievement of better representation of qualified women and minorities at all levels of the work force.

Under the Plan, the Personnel Department will assume overall responsibility for a City-wide program of affirmative action. It will identify occupations in which women and minorities are inadequately represented, and policies and procedures which may have an adverse impact on the employment of women and minorities. It will set City-wide goals and timetables for improved representation and develop overall programs to achieve these goals. And it will monitor and report on progress toward goals.

Also under the Plan, individual City departments will, with the assistance and guidance of the Personnel Department, develop departmental programs of affirmative action that are consistent with and in support of the City-wide affirmative action program.

Definitions of "minority" and other terms used in this Plan are contained in Appendix D (page 13).

Digitized by the Internet Archive
in 2025 with funding from
State of California and California State Library

<https://archive.org/details/C123319765>

I. RESPONSIBILITY FOR AFFIRMATIVE ACTION

This Affirmative Action Plan includes the assignment of overall responsibility for affirmative action to the Personnel Department; provides for the setting of specific goals in individual City departments; and calls for the expansion of programs designed to improve the representation of women and minorities at all levels of the City's work force.

A. PERSONNEL DEPARTMENT RESPONSIBILITY

The General Manager of the Personnel Department, working in cooperation with individual departments and the Advisory Affirmative Action Committee, will administer the City-wide Affirmative Action Plan and will be responsible for:

1. obtaining approval of and disseminating the City's Policy on Equal Employment Opportunities.
2. identifying occupational categories and levels in which women and minorities are underrepresented.
3. setting City-wide goals for improved representation of women and minorities and developing programs to achieve these goals.
4. developing and implementing affirmative action programs. Modifying or recommending modification of procedures and policies to help improve the employment of women and minorities. Developing standard personnel practices for all City departments.
5. reviewing departmental affirmative action plans (See B below).
6. providing and disseminating a complaint procedure for resolving charges of discrimination.
7. monitoring the City's progress toward the attainment of goals and reporting the progress yearly to the City Council, the Mayor and the Heads of City Departments and Bureaus.

B. INDIVIDUAL DEPARTMENT RESPONSIBILITY

Under the guidance and review of the General Manager Personnel Department, each City department head will develop and administer a departmental affirmative action plan. He will be responsible for:

1. setting department and division goals for increased representation of women and minorities and developing programs to achieve these goals.

2. obtaining commitment from departmental employees for departmental affirmative action goals and programs.
3. identifying the department's hiring, transfer, assignment, training, and promotion practices that may have an adverse impact on women and minorities. Modifying practices in an attempt to meet goals.
4. designating a department representative available to employees who have complaints on department procedures or policies based on race, religion, ethnic group, sex or age discrimination.
5. monitoring the department's progress toward employment goals and program objectives.
6. maintaining liaison on affirmative action with the Personnel Department, City minority employee organizations, other employee groups and with interested community groups.
7. developing, where appropriate, departmental programs of job rotation, job restructuring, on-the-job training and other forms of employee development, supervisory training, and methods of selecting employees for training.

II. EQUAL EMPLOYMENT OPPORTUNITIES POLICY

A. INTERNAL DISSEMINATION

The Personnel Department will disseminate information about the Policy and the affirmative action program to City management and employees by:

1. publicizing the Policy statement in the City employees' Newsletter and the Personnel Procedures Manual.
2. conducting special meetings with management and mid-management supervisory personnel including the Advisory Management Council, Management Institute and Mid-Management Institute to review the Equal Employment Opportunities Policy, explain the purpose and background of the Affirmative Action Plan and to clarify responsibility for the Plan's implementation and administration.
3. requesting departmental managers to hold meetings with all their supervisory personnel to explain the purpose of the City Policy and Affirmative Action Plan and to make clear their individual responsibilities for assuring equal employment opportunity.
4. providing posters on the City Policy for placement on all employee bulletin boards.
5. discussing the Policy and Plan in orientation sessions for new employees.

6. meeting with representatives of City employee organizations including those representing women and minorities to inform them of the City's Policy and request their cooperation and support of the Plan.
7. requesting the inclusion of non-discrimination clauses in personal service contracts and memoranda of understanding between the City of Los Angeles and recognized employee organizations.

B. EXTERNAL DISSEMINATION

The Personnel Department will disseminate the City's Equal Employment Opportunities Policy and the Affirmative Action Plan by contacting and informing women's groups and minority groups, employee groups, community action groups, manpower development agencies, schools, church groups, local news media, and other recruitment sources.

III. IDENTIFICATION OF PROBLEMS

To identify the occupations in which women and minorities are not adequately represented, the Personnel Department will conduct a variety of statistical surveys. These surveys will be used by the Personnel Department and operating departments to establish affirmative action program priorities.

A. EMPLOYMENT OPPORTUNITIES REPORT

Each year, the Personnel Department will analyze appointments to all City Departments by race or ethnic group and sex and report results in the Employment Opportunities (FEPC) Report. In addition to illustrating appointment trends, this report will show significant achievements by individual departments toward broader use of women and minorities.

B. WORK FORCE ANALYSIS

The Personnel Department will conduct an annual employee work force analysis to determine the occupational categories, levels, and departments in which women and minorities are underrepresented.

Data for the Work Force Analysis will be initially obtained by enclosing a questionnaire with the pay check of every City employee for a designated pay period. Employees will complete the questionnaire by indicating their race or ethnic group and sex. This information will be maintained in the Personnel Records Section of the master payroll file. Information on new employees will be added to this file from the Payroll Personnel Change Document (Form General 41).

In determining whether women and minorities are under-represented, the Personnel Department will consider the following factors:

1. the incidence of women and minorities in the City's total population. An evaluation of the most recent census data and other special surveys will be used to study population shifts which may have recently occurred.
2. the number of women and minorities in the City's labor market and the number expected to enter the market as the result of training programs. This information will be based on HRD's annual statistical breakdown by class, age, sex, and ethnic origin of persons collecting unemployment insurance benefits in the Los Angeles area; the Department of Labor's "Employment Standards" statistical report; and other demographic information.
3. the availability of promotable and transferable women and minorities within City service. Periodically, the Personnel Department will identify women and minority employees who may be interested in new assignments.

IV. GOALS AND TIMETABLES

A. PURPOSE AND BASIS OF GOAL-SETTING

Goals for the increased representation of women and minorities in the City's work force will be set annually to cover five-year periods. These goals will be added as an appendix to this Plan.

Affirmative action goals will be considered as flexible targets and not as rigid standards. They will reflect results the Personnel Department has determined can reasonably be achieved under the merit system within a five-year period.

Numerical goals and timetables will not be considered as quotas which restrict employment to the members of a particular minority group by setting a minimum required number of people to be hired. Goals and timetables will be set where disproportionate representation is identified and will be used to help the Personnel Department and other City departments establish program priorities.

In the establishment of goals and timetables, projected expansion, contraction, and turnover in the City's work force will be considered. Where appropriate, separate goals and timetables will be established for women and minorities (See Section III - IDENTIFICATION OF PROBLEMS).

B. RESPONSIBILITY FOR SETTING GOALS

Goals and timetables will be set on both a department and a City-wide basis. City-wide goals and timetables will be set by the General Manager of the Personnel Department.

The responsibility for setting individual department goals and timetables will rest with the heads of the departments. These will be reported to the General Manager Personnel Department for review and for use in setting City-wide goals.

C. CHANGES IN GOALS AND TIMETABLES

New goals and timetables will be set if substantial changes such as the following occur:

1. an increase (or decrease) in the number of women or minorities in the City's total population.
2. an increase (or decrease) within occupational categories of qualified women or minorities available in the labor force.
3. significant City gains or losses during the last year in achieving adequate representation of women and minorities in occupational categories.

V. DEVELOPMENT AND IMPLEMENTATION OF AFFIRMATIVE ACTION PROGRAMS

The Personnel Department, in cooperation with other City departments, will identify personnel procedures and policies that may have an adverse effect on the employment and retention of women and minorities. It will modify or recommend modification of procedures and policies to help remove the causes of underrepresentation and to meet employment goals and timetables.

Where practical, other City departments will develop their own programs to support Personnel Department programs.

A. RECRUITMENT

1. The Personnel Department will disseminate recruitment information to inform City employees, City employee organizations including those representing women and minorities, women's groups and minority groups, employer groups, community action groups, manpower development agencies, schools, church groups and local news media of job opportunities.

The Personnel Department will include a statement that the City is an "Equal Employment Opportunity-Affirmative Action Employer" in all recruitment material including brochures, advertising, posters, and job announcements.

Personnel Department representatives will discuss job and career opportunities in new employee orientation sessions.

Ongoing recruitment activities will include:

- a. advertising promotional job opportunities in employee newsletters and other media and on bulletin boards.
 - b. using women and minorities as recruiters to contact high schools, junior colleges and colleges with high enrollment of women and minorities.
 - c. advertising in community and campus newspapers and using community station radio and TV announcements.
 - d. publicizing the appointment and promotion of women and minorities in community newspapers and employee newsletters.
 - e. establishing decentralized information centers throughout the City, when necessary, to provide employment information.
 - f. using women and minority employees as recruitment representatives at "career days" and job fairs.
2. The Personnel Department will also encourage community involvement and participation in its recruitment effort by:
- a. developing rapport with women's and minority student organizations on college campuses to recruit women and minorities for professional positions.
 - b. working closely with local women's and minority organizations, community action groups, manpower development agencies and community service agencies.
 - c. conducting open forums at HRD clearing houses to answer questions and consider community concerns and suggestions.
 - d. providing information on how to fill out City applications and take written and oral civil service examinations.
 - e. encouraging participation in work-study programs for women and minorities in school.

B. SELECTION

The Personnel Department with the cooperation of operating departments will continue to:

1. conduct job analyses to evaluate tasks performed by City employees in both entry and promotional positions. Using job analysis data and department recommendations, the Personnel Department may assist operating departments in restructuring existing jobs to allow greater numbers of women and minorities an opportunity to compete for employment and promotion within City service.
2. review and evaluate position descriptions, position titles, minimum job requirements (including sex, background and medical standards), application forms, types of tests used, test administration methods, interviewing techniques, rating procedures, and personnel policies and procedures to insure that no artificial barriers to the employment of women and minorities are present.
3. validate tests for classes that have a disproportionate representation of women and minorities.
4. decentralize testing where practicable to administer both entry and promotional examinations.
5. insure that qualified women and minorities are represented as interviewers on City interview boards.
6. instruct interviewers to give written reasons for failing candidates. Upon request, discuss this information with failing candidates.
7. require departments to indicate in writing the reasons higher ranking eligibles are not appointed and review these reasons for job-relatedness (This information is to remain confidential).

C. TRAINING

The City believes in assisting all employees in self-development. Accordingly, the Personnel Department will attempt to insure that women and minorities are represented in training classes as students and instructors.

Training and related programs coordinated by the Personnel Department will include:

1. skills training to motivate employees and better enable them to move to other jobs which offer more responsibility, challenge, and opportunity for advancement.

2. remedial education and work study programs, where necessary, to encourage employees to complete their high school education or obtain G.E.D. certificates.
3. supervisory seminars to increase awareness of cultural differences and discuss techniques for supervising women and minorities.
4. management and mid-management seminars to acquaint participants with state and federal equal employment laws, guidelines, and court decisions and their impact on City employment practices.
5. sessions to "talk out" problems that may exist in interracial work situations.
6. career counselling for all employees.
7. developing a skills inventory to identify under-employed women and minorities and to identify potential candidates for further classroom training, job rotation, or on-the-job training.

VI. DISSEMINATION OF THE COMPLAINT PROCEDURE

To publicize the procedure to be followed in resolving charges of discrimination (See Appendix C); the Personnel Department will:

1. include information on the complaint procedure in orientation sessions scheduled for new employees.
2. include information on the complaint procedure in the City employees' Newsletter.

Department heads will disseminate information about the complaint procedure among supervisors and individual employees.

VII. MONITORING AND REPORTING

A. MONITORING

Semi-annually, the Personnel Department will evaluate the City's progress toward meeting City-wide goals and time-tables.

The Personnel Department will also monitor such facts as the number of appointments of women and minorities in each occupational category, the results of recruitment programs, applicant rejection ratios by race or ethnic group and sex, the results of test validation studies, and City-wide departmental turnover statistics.

In monitoring their own department affirmative action plans, department heads will:

1. monitor new appointments, promotions and transfers and review any significant trends.
2. review the progress during probationary periods with particular emphasis on women and minorities. Conduct classroom training or on-the-job training to strengthen marginal employees.
3. review reasons for terminations particularly of women and minorities in the department to assure that equal employment opportunities have been present.

The Personnel Department will meet semi-annually with department representatives to review the progress on their plans and the City-wide Plan. Prior to such meetings, departments will submit to the Personnel Department a copy of their departmental progress report on progress toward goals and future departmental goals and timetables. The Personnel Department will review this report for its consistency with the City-wide Plan and for the scope and appropriateness of its proposed goals, action programs and timetables.

B. REPORTING

The Personnel Department will report the City's goals and progress toward those goals made by individual departments, to the Civil Service Commission, the Mayor, the City Council, and the Advisory Affirmative Action Committee as part of the Equal Employment Opportunities Progress Report.

APPENDIX A

BACKGROUND

An Equal Employment Opportunities Program for the City of Los Angeles was adopted on January 8, 1971, by the Board of Civil Service Commissioners to formalize the City's commitment to equal employment opportunity. The Program included a six-point plan, a policy statement by the Board of Civil Service Commissioners, and a written procedure for resolving discrimination complaints.

On March 24, 1972, the federal Equal Employment Opportunities Act of 1972 made Title VII of the Civil Rights Act applicable to local governments and brought them under the jurisdiction of the Equal Employment Opportunity Commission. The Commission's previously issued Guidelines on Employee Selection Procedures and on Sex Discrimination then became applicable to the City of Los Angeles.

Re-emphasizing their commitment to equal employment opportunity, the Los Angeles City Council approved on August 8, 1972, the creation of an Advisory Affirmative Action Committee. This Committee, composed of representatives of the Personnel Department and City minority employee organizations, will advise the Personnel Department in the development and implementation of an Affirmative Action Program for the City and recommend changes in the City's existing employment policies, practices and procedures.

On August 9, 1972, the City Council introduced a resolution to instruct the General Manager of the Personnel Department, in cooperation with the Advisory Affirmative Action Committee, to analyze those personnel policies and procedures which adversely effect the employment and advancement opportunities for women.

Now, in this Affirmative Action Plan, the Civil Service Commission's Equal Employment Opportunities Program is being expanded to implement certain elements of the Program and to conform to federal guidelines for affirmative action plans.

APPENDIX B

THE CITY'S POLICY ON EQUAL EMPLOYMENT OPPORTUNITIES

R E S O L U T I O N

WHEREAS, equal opportunity is an American ideal; and

WHEREAS, equal employment opportunity in the public service is a basic principle of the merit system of the City of Los Angeles; and

WHEREAS, the City seeks to ensure that hiring, assigning, training, evaluation, and promoting employees are done only on the basis of merit; and

WHEREAS, the City strives to widen opportunities for those who have suffered discrimination; and

WHEREAS, the City works toward making equal opportunity a reality at all levels in our work force; and

WHEREAS, the City recognizes that equal employment opportunity helps to develop and maintain a good and efficient work force;

NOW THEREFORE BE IT RESOLVED that it is the policy of the City of Los Angeles that:

1) The employment process shall be free from either conscious or inadvertent bias because of race, religion, national origin, sex, or age; and

2) Affirmative action shall be taken to provide fuller employment opportunities and to achieve better representation of qualified women and minorities at all levels of the City's work force.

APPENDIX B

PERSONNEL DEPARTMENT COMPLAINT PROCEDURE

Employees have the right to protest in writing and request an investigation of any procedure or practice in selection of City employment they believe to be discriminatory.

If the complaint concerns matters covered under an existing department grievance procedure, the complainant will be encouraged to use that procedure to resolve the grievance at the lowest possible level.

Unless another more specific complaint procedure exists in the Personnel Department, complaints will be referred by the General Manager to the Employment Opportunities Division.

When a complaint is processed through a specific Personnel Department procedure, the assistance of the Employment Opportunities Division may be requested.

The following complaint procedure will be followed by the Employment Opportunities Division in investigating and resolving charges of discrimination:

1. The Employment Opportunities Division will discuss the complaint with the complainant and seek to reach a solution to the problem and resolve the complaint informally.
2. If following discussion the complaint is not resolved, a thorough investigation will be conducted and a report of findings and recommendations prepared.
3. The report and recommendations will be presented to the Civil Service Commission. The Commission may:
 - a. request additional information
 - b. conduct a hearing
4. The final decision of the Civil Service Commission and the basis for its decision will be given to the complainant in writing.

APPENDIX D

TERMS AND DEFINITIONS

ADVISORY AFFIRMATIVE ACTION COMMITTEE - A 12 member committee which represents various minority groups within the City of Los Angeles and whose main responsibility is to assist the General Manager of the Personnel Department on the development and implementation of the City's Affirmative Action Program.

AFFIRMATIVE ACTION - Any positive action or activities for the purpose of securing greater employment opportunities for members of groups protected under Title VII of the Civil Rights Act of 1964.

CITY-WIDE - Affecting all departments of the City of Los Angeles including proprietary departments.

DISCRIMINATION - To make a difference in treatment or favor between individuals on a basis other than individual merit.

EMPLOYEE ORGANIZATION - All organizations of City employees including recognized, qualified and other employee groups.

EQUAL EMPLOYMENT OPPORTUNITY - Employment opportunity based on individual merit without regard to a person's race, color, religion, sex or national origin.

ETHNIC GROUP - Individuals classed according to common traits, traditions and customs.

MERIT SYSTEM - A system under which the selection, assignment, evaluation, training, promotion, discharge and other personnel transactions are based on uniformly applied criteria of relative fitness to perform the duties of the position held or sought.

MINORITY - Those people who regard themselves or who others regard as members of the following groups: Black, American Indian, Spanish-American surname, Oriental, or other non-white groups.

RACE - A class, family, tribe, people or group of individuals with common characteristics, interests, or habits.

TEST - Any objective, well-defined instrument, process or procedure that is formal, scored, or quantified, used in determining ability to perform a job.

UNDERREPRESENTED - Having fewer minorities or women in a job classification than would be reasonably expected by their availability.

VALIDATION - A process through which a test is evaluated to assure that it is related to the job.

77 01884

U.C. BERKELEY LIBRARIES



C123319765